Program: Medical Assistance Administration
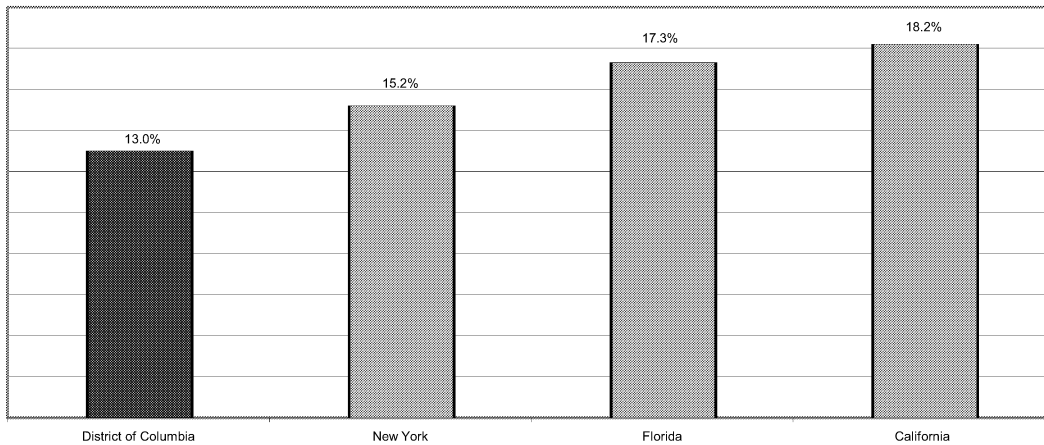
One of the key benchmark measures for DOH's Medical Assistance Administration is the percent of District residents without health insurance. This measure ties to the District's Citywide strategic priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

Chart 1-31: Percent of people without health insurance in Calendar Year 2002
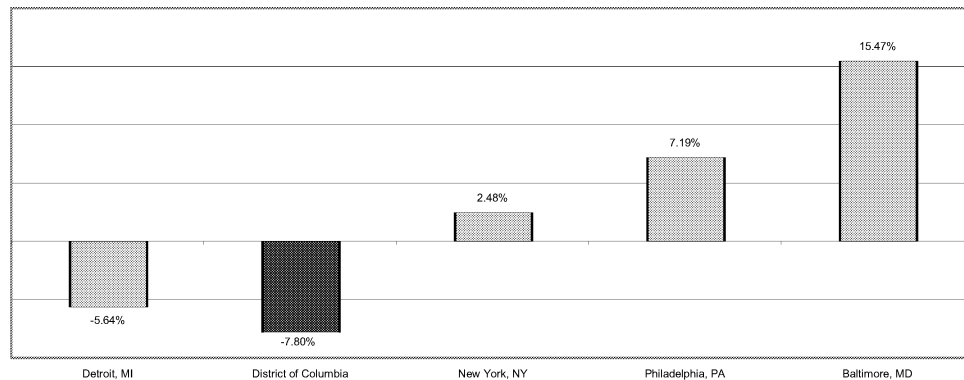

Note: The Department of Health provided all benchmark data.

According to DOH, this benchmark shows that at 13.0 percent, the District has a lower percentage of its population without health insurance coverage than the benchmark jurisdictions

Program: Addiction Prevention and Recovery Administration (Central Intake)

One of the key benchmark measures for DOH's Addiction Prevention and Recovery Administration (APRA) (Central Intake) is the percent change in substance abuse treatment admissions. This measure ties to the District's citywide strategic priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

Chart 1-32: Percent change in substance abuse treatment admissions in FY 2002

Note: The Department of Health provided all benchmark data.

According to DOH, this benchmark shows that the District has reduced the amount of substance abuse treatment admissions in FY 2002. APRA has been able to essentially maintain its existing continuum of care, including residential treatment services, while facing budget reductions beginning in FY 2001. Implementation of the Drug Treatment Choice Program also contributed to this issue as funding capacity was constrained in conjunction with an increase in the cost-per-unit-of-service between 2001 and 2002.

Office on Aging (BYO)

Program: Transportation

One of the key benchmark measures for the Transportation program of the Office on Aging (OA) is the amount spent on transportation per senior served. This measure ties to the District's citywide strategic priority of Strengthening Children, Youth, Families and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

Chart 1-33: Amount spent on transportation per senior served in FY 2002
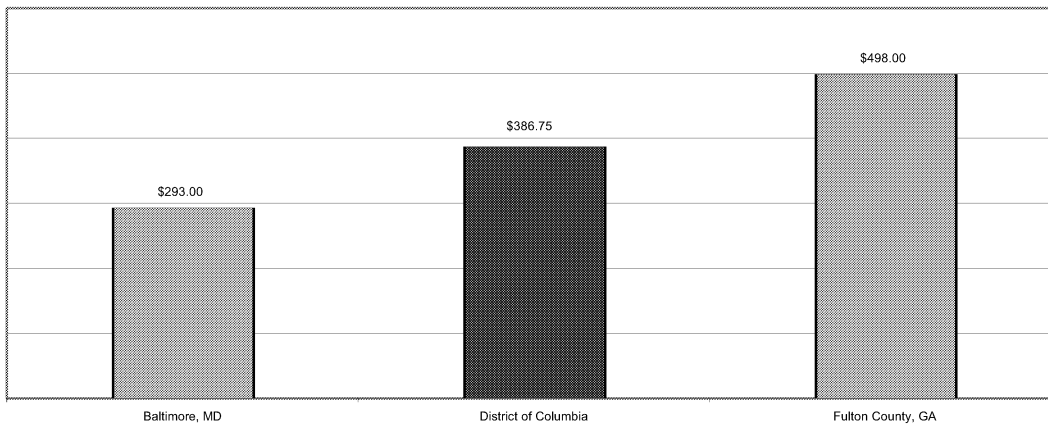
Note: The Office on Aging provided all benchmark data. The agency provides three different types of transportation services to seniors: 1) Transportation and escort (to medical appointments and day care), 2) Transportation to sites and activities, and 3) Transportation of home-delivered meals. The calculation is the number of dollars available for transportation divided by the total number of seniors served. This may be a duplicated count since many seniors receive all three types of transportation.

According to OA, this benchmark shows that the District's average spending of $386.75 per senior is considered average when compared to the other jurisdictions. Transportation is second only to meals as the largest single investment of both local and federal dollars for OA.
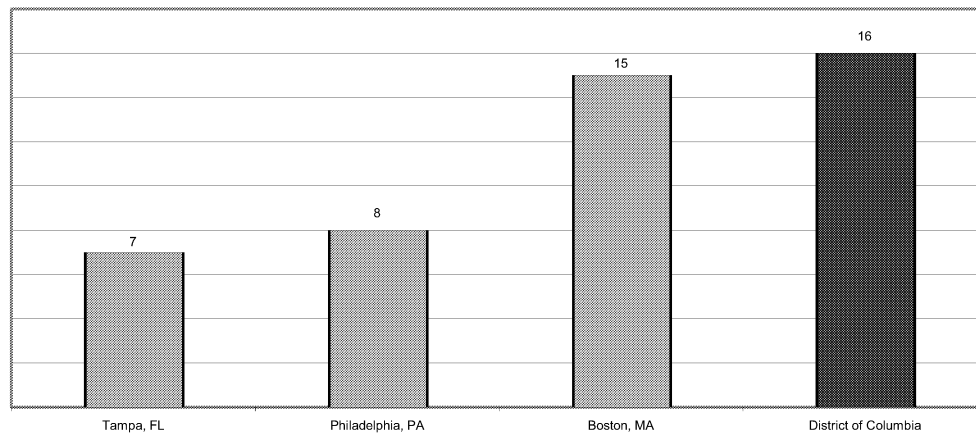
Public Works

Department of Public Works (KT0)

Program: Parking Services

One of the key benchmark measures for the Department of Public Works' (DPW) Parking Services program is the average number of parking boots per crew per day. This measure ties to the District's citywide strategic priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

**Chart 1-34: Average number of parking boots
per crew per day in FY 2003**

|			
Tampa, FL (7)	Philadelphia, PA (8)	Boston, MA (15)	District of Columbia (16)

Note: The Department of Public Works (DPW) provided all benchmark data. A parking boot is a vehicle immobilization device that is placed on an on-street parked vehicle that has accumulated more than 3 unpaid parking tickets that are older than 30 days. A boot crew is the employee(s) charged with finding scofflaw vehicles eligible for immobilization and attaching a boot to those vehicles. The District had 250 operating days in FY 2003, excluding non-field days due to holidays, training, and inclement weather.

According to DPW, this benchmark demonstrates that the District's boot crew productivity is higher than the benchmark jurisdictions. It also provides a standard should DPW choose to alter booting activity through the policy decision-making process.

Program: Parking Services

One of the key benchmark measures for the DPW's Parking Services program is the fee for parking boot removal. This measure ties to the District's citywide strategic priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

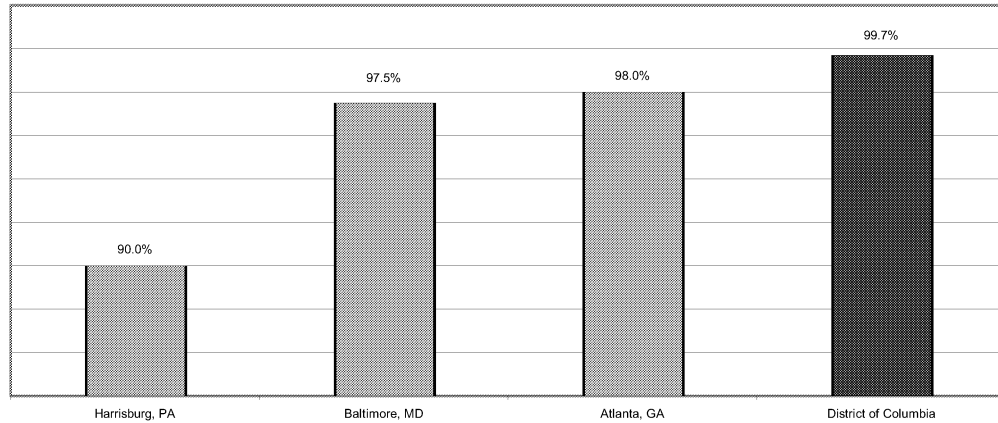### Chart 1-35: Fee for parking boot removal in FY 2003
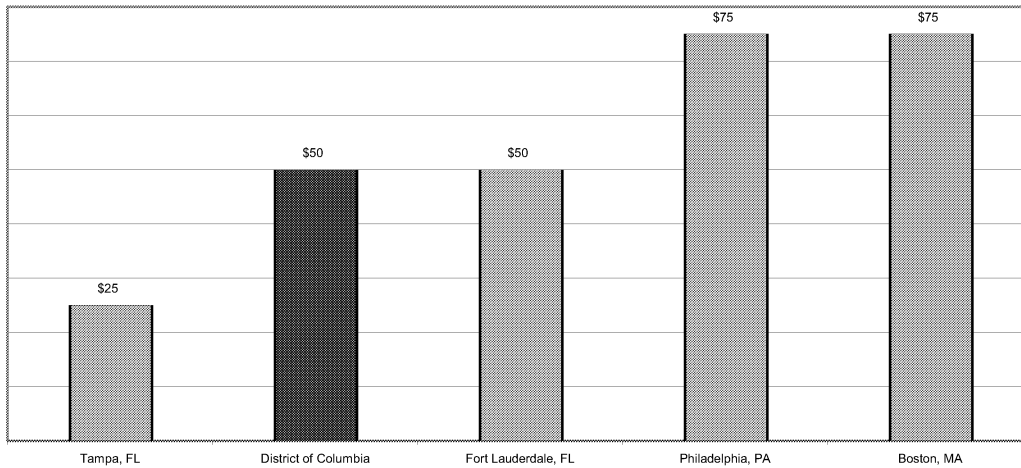
Note: The Department of Public Works provided all benchmark data.

According to DPW, this benchmark demonstrates that the District's fee for this service is the median charge for surveyed cities. It also suggests that the District may want to reconsider the amount of this fee.

Program: Sanitation Services

One of the key benchmark measures for the DPW's Sanitation Services program is the percent of residential trash collected on the scheduled day. This measure ties to the District's citywide strategic priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

Chart 1-36: Percent of residential trash collected on the scheduled day in FY 2003
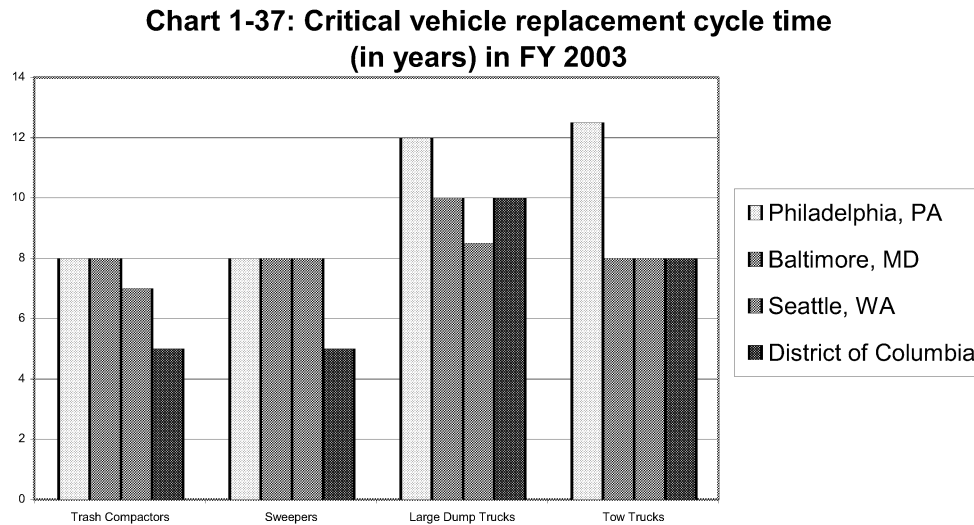

Note: The Department of Public Works provided all benchmark data.

According to DPW, this benchmark reflects considerable reliability of a basic city service provided by the District.

<u>**Program: Vehicle and Equipment Acquisition**</u>

One of the key benchmark measures for the DPW's Vehicle and Equipment Acquisition program is the critical vehicle replacement cycle time (in years) for department vehicles. This measure ties to the District's citywide strategic priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

Chart 1-37: Critical vehicle replacement cycle time (in years) in FY 2003

Note: The Department of Public Works provided all benchmark data.

According to DPW, both Philadelphia and Baltimore would like to shorten their replacement cycle and institute a similar replacement cycle as that used by the District, but are unable to because of fiscal constraints. Jurisdictions have the choice to pay for new equipment or pay maintenance costs and overtime to ensure that services are provided.

District Department of Transportation (KA0)

Program: Transportation Operation

One of the key benchmark measures for the District Department of Transportation's (DDOT) Transportation Operation program is the number of fatalities per 100 million vehicle miles traveled. This measure ties to the District's citywide strategic priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

**Chart 1-38: Fatalities per 100 million miles traveled
in FY 2003**
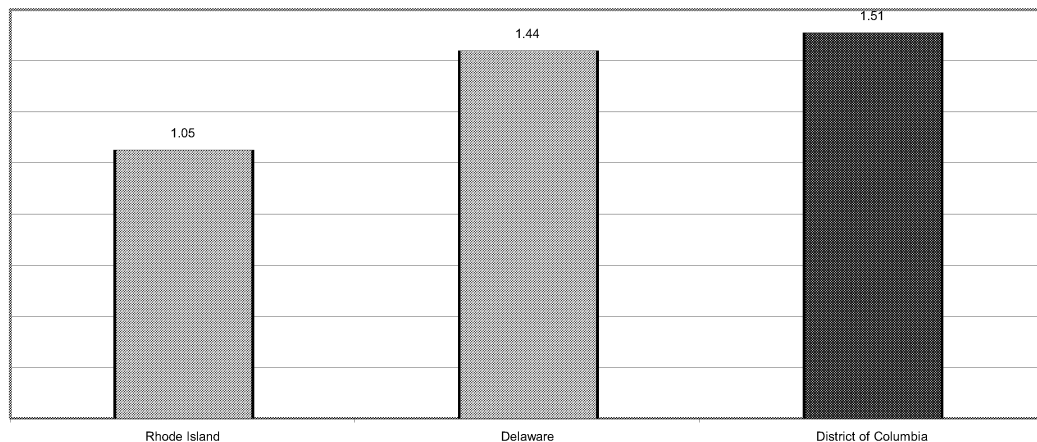
Note: The District Department of Transportation provided all benchmark data. Delaware and Rhode Island were chosen based on size. However, it should be noted that these states are considerably less dense in terms of population than the District.

According to DDOT, this benchmark shows that the District has more fatalities per 100 million miles traveled in FY 2003 than the other jurisdictions. Transportation safety is probably the most important task conducted by DDOT or any jurisdiction's transportation department. DDOT stated that this benchmark is the most critical measurement of our success in the safety area.

Program: Infrastructure Development and Maintenance

One of the key benchmark measures for DDOT's Infrastructure Development and Maintenance program is the percent of potholes repaired within the measured timeframe. This measure ties to the District's citywide strategic priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

Chart 1-39: Percent of potholes repaired within the measured timeframe in FY 2003
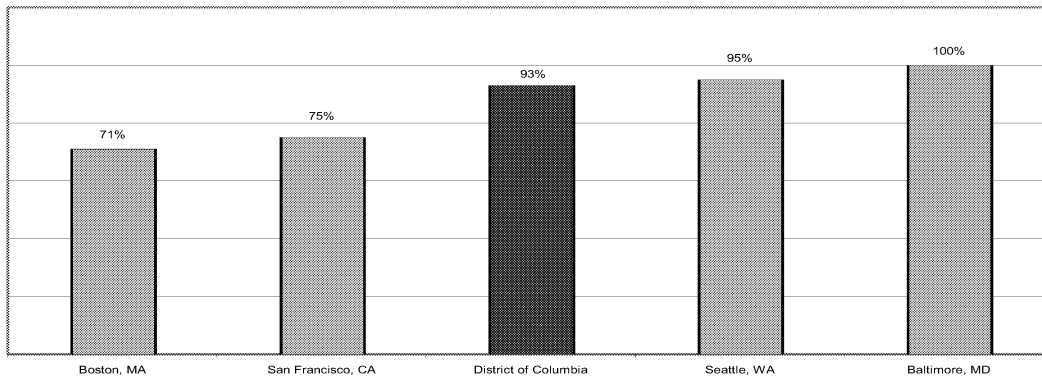
Note: The District Department of Transportation provided all benchmark data. Baltimore, Seattle, and Boston data are based on a 48-hour timeframe. The District's timeframe is 72 hours, while San Francisco's timeframe is 24 hours.

According to DDOT, this benchmark shows that the District performs much better than San Francisco or Boston. However, those jurisdictions measure themselves using a shorter timeframe. This measure is valuable as a tracking device to gauge the District's success in meeting expectations relative to other benchmark cities.

Conclusion

The observations included in this chapter are not presented as final conclusions. Instead, they represent a starting point from which additional questions must be asked and analysis conducted. While some investigation is already underway, additional research is needed to better understand the differences and similarities between the District's performance and that of the benchmark jurisdictions.

These benchmarks have been provided as a tool for the policy discussions that occur during the Council's deliberation. While these benchmarks serve to inform stakeholders and program managers about the current state of the District's performance, they do not provide an indication of what the future state will or could be. It is ultimately the responsibility of the policy makers to decide in what direction the District should move towards in the future.

The District will continue to expand its benchmarking efforts in the future. However, this effort is not without its own set of challenges. Before a program can be benchmarked with other jurisdictions, the District's data must be credible. This requires an understanding about data collection methodology throughout the government from staff collecting and reporting data to staff analyzing and utilizing it when making policy decisions. Therefore, it is necessary that District staff continue to be trained when asked to participate in benchmarking efforts.

As more agencies make the transition to Performance Based Budgeting (PBB) they too will participate in benchmarking efforts for future budgets. The goal is to provide stakeholders with valuable data when assessing programs. Meanwhile, District staff will continue to ask questions regarding the performance of District-funded programs, in an effort to identify ways to increase both the effectiveness and efficiency of programs.